

**City and County of San Francisco**  
**Sourcing Event ID 0000008229**  
**Formal Request for Proposals for:**  
**Strategic Plan Consultant**

This Solicitation can be viewed on the City's Supplier Portal at: <https://sfcitypartner.sfgov.org/pages/index.aspx>



Solicitation Schedule\*

| Proposal Phase   | Tentative Date   |
|--|--|
| Request for Proposals Issued   | April 25, 2023   |
| Deadline for RFP Questions via email to dbi.rfp@sfgov.org                        | May 8, 2023  |
| Answers to RFP Questions Available at SF City Partner Portal                     | May 15, 2023; 3:00 PM PT   |
| Deadline for Courtesy Email for Intent to Respond via email to dbi.rfp@sfgov.org | May 22, 2023   |
| Deadline for RFP Proposals   | June 5, 2023   |
| Notification for Oral Interviews for up to Top 3 Proposers                       | Week of June 26, 2023  |
| Oral Interviews  | TBD. Tentatively July 3 through July 28, 2023.   |
| Notice of Intent to Award  | August 2023  |
| Period for Protesting Notice of Intent to Award                                  | Within three (3) business days of the City's issuance of a Notice of Intent to Award.  |
| Contract Administrator:  | Sharon Lee<br>Department of Building Inspection, Finance Services<br>49 South Van Ness, Suite 500<br>Phone: (628) 652-3552<br>Email: dbi.rfp@sfgov.org |

**Attachments**

- Attachment A: Scope of Work
- Attachment 1: City's Contract Terms
- Attachment 2: Proposer Questionnaire and References
- Attachment 3: CMD LBE Forms
- Attachment 4: Written Proposal Template
- Attachment 5: Price Proposal Template
- Attachment 6: HCAO and MCO Declaration Forms
- Attachment 7: First Source Hiring Form

## MANDATORY MINIMUM QUALIFICATION DOCUMENTATION DUE WITH EACH PROPOSAL

**PROPOSERS MUST SUBMIT WITH THEIR PROPOSAL DOCUMENTS IN SUPPORT OF EACH MINIMUM QUALIFICATION LISTED BELOW. A PROPOSAL THAT FAILS TO PROVIDE THE FOLLOWING DOCUMENTATION WILL NOT BE ELIGIBLE FOR FURTHER CONSIDERATION.**

| MQ #         | Description   |
|--------------|---|
| <b>MQ 1</b>  | Completed Attachment 1, City's Contract Terms and Proposed changes (if any), submitted by Deadline for RFP Proposals.   |
| <b>MQ 2</b>  | Completed Attachment 2, CMD LBE Forms. If CMD Forms are not completed correctly and submitted by Deadline for RFP Proposals, then Proposals may be deemed unresponsive and not evaluated. <u>The LBE Subcontracting requirement is waived.</u> For questions on CMD Forms, contact Contract Monitoring Division's Contract Compliance Officer, <a href="mailto:antonio.tom@sfgov.org">antonio.tom@sfgov.org</a> |
| <b>MQ 3</b>  | Completed Attachment 3, Part I-Proposer Information and Part II-Proper Questionnaire, must be submitted by Deadline for RFP Proposals.  |
| <b>MQ 4</b>  | Completed Attachment 3, Part III-Proposer References, Proposer has provided three professional references, must be submitted by Deadline for RFP Proposals.   |
| <b>MQ 5</b>  | Completed Attachment 4, Proposer's Written Proposal.  |
| <b>MQ 6</b>  | In Attachment 4, Proposer has five years of experience.   |
| <b>MQ 7</b>  | In Attachment 4, Proposer has submitted two similar prior project descriptions within the last 5 years in the sale of goods and/or services requested by this Solicitation.   |
| <b>MQ 8</b>  | Completed Attachment 5, Cost Proposal Template.   |
| <b>MQ 9</b>  | Attachment 5, Proposer's Cost Proposal for Services Requested not to exceed \$100,000.  |
| <b>MQ 10</b> | Completed Attachment 8, City's Non-Disclosure Agreement and Proposed Changes (if any).  |

**REMINDER TO UPDATE THE TABLE OF CONTENTS BEFORE PUBLISHING. HOVER ANYWHERE OVER THE TABLE WITH YOUR MOUSE AND CLICK THE RIGHT BUTTON ON YOUR MOUSE TO BRING UP THE UPDATE MENU.**

## Table of Contents

|              |   |           |
|--------------|---|-----------|
| <b>I.</b>    | <b>Introduction and Solicitation Schedule</b>                                   | <b>1</b>  |
| A.           | Introduction  | 1         |
| B.           | Anticipated Contract Term   | 1         |
| C.           | Anticipated Contract Not to Exceed Amount                                       | 1         |
| D.           | Indefinite Quantity, As-Needed Contract   | 2         |
| E.           | Cooperative Agreement   | 2         |
| F.           | Solicitation Schedule   | 2         |
| G.           | Contract Terms and Negotiations   | 2         |
| <b>II.</b>   | <b>Goods and Services Requested</b>   | <b>3</b>  |
| A.           | Goods and/or Services Requested   | 3         |
| B.           | Regulatory and Compliance Requirements Specific to the Goods/Services Solicited | 3         |
| C.           | Green Purchasing Requirements   | 3         |
| D.           | Alternates and Samples  | 3         |
| E.           | Freight on Board and Shipping Costs   | 3         |
| <b>III.</b>  | <b>Local Business Enterprise (LBE) Program Requirements</b>                     | <b>3</b>  |
| A.           | CMD Compliance Officer  | 3         |
| B.           | Application of LBE Rating Bonuses   | 4         |
| C.           | LBE Subcontracting Participation Requirements                                   | 4         |
| D.           | CMD LBE Forms   | 4         |
| E.           | LBE Payment and Utilization Tracking  | 4         |
| <b>IV.</b>   | <b>Proposal Evaluation Criteria</b>   | <b>4</b>  |
| <b>V.</b>    | <b>Minimum Qualifications Documentation Required with Proposal (Pass/Fail)</b>  | <b>4</b>  |
| <b>VI.</b>   | <b>Written Proposal (95 Points)</b>   | <b>5</b>  |
| <b>VII.</b>  | <b>Price Proposal (5 Points)</b>  | <b>6</b>  |
| A.           | Price Proposal Format and Allocation of Points                                  | 6         |
| B.           | Price Proposal Evaluation Period  | 7         |
| C.           | Price Discrepancies   | 7         |
| D.           | Proposing on Separate Items or in Aggregate(s)                                  | 7         |
| E.           | Application of Discounts for Evaluating Lowest Responsive Proposer              | 7         |
| <b>VIII.</b> | <b>Oral Interviews (100 Points)</b>   | <b>7</b>  |
| <b>IX.</b>   | <b>Supporting Documentation Required Prior to Contract Execution</b>            | <b>7</b>  |
| <b>X.</b>    | <b>Failure to Provide Insurance and/or Bonds</b>                                | <b>8</b>  |
| <b>XI.</b>   | <b>City's Social and Economic Policy Requirements</b>                           | <b>8</b>  |
| A.           | Proposers Unable to do Business with the City                                   | 8         |
| B.           | Prevailing Wage Ordinance   | 9         |
| C.           | Health Care Accountability Ordinance  | 9         |
| D.           | Minimum Compensation Ordinance  | 9         |
| E.           | First Source Hiring Program   | 9         |
| F.           | Sweatfree Procurement   | 9         |
| G.           | Other Social Policy Provisions  | 9         |
| <b>XII.</b>  | <b>Terms and Conditions for Receipt of Proposals</b>                            | <b>10</b> |
| A.           | How to Register as a City Supplier  | 10        |

|    |  |    |
|----|--|----|
| B. | Proposal Questions and Submissions                         | 10 |
| C. | Proposal Addenda   | 11 |
| D. | Public Disclosure  | 11 |
| E. | Limitation on Communications During Solicitation           | 12 |
| F. | Proposal Selection Shall not Imply Acceptance              | 12 |
| G. | Cybersecurity Risk Assessment                              | 12 |
| H. | Solicitation Errors and Omissions                          | 13 |
| I. | Objections to Solicitation Terms                           | 13 |
| J. | Protest Procedures   | 13 |
| K. | Proposal Term  | 14 |
| L. | Revision to Proposal                                       | 14 |
| M. | Proposal Errors and Omissions                              | 14 |
| N. | Financial Responsibility                                   | 14 |
| O. | Proposer’s Obligations under the Campaign Reform Ordinance | 14 |
| P. | Reservations of Rights by the City                         | 15 |
| Q. | No Waiver  | 15 |
| R. | Other  | 16 |

## **I. INTRODUCTION AND SOLICITATION SCHEDULE**

### **A. Introduction**

#### **1. General**

This Request for Proposals (hereinafter “RFP” or “Solicitation”) is being issued by Department of Building Inspection (hereinafter, “DBI” or “City”). Department of Building Inspection, on behalf of all City Departments, is seeking qualified suppliers (“Proposers”) to provide proposals (“Proposal”) for professional services to develop a five-year strategic plan (Plan).

The City has approximately 65 departments, ranging from small to very large. Some departments maintain facilities located outside of the geographic limits of the City. DBI or City Departments shall order goods and/or services covered by the awarded contract through the issuance of individual Purchase Orders and/or Task Orders which shall be released against the awarded contract(s) during the contract term.

When applicable and practical, Proposers are encouraged to engage contracting teams that reflect the diversity of the City and include participation of businesses and residents from the City’s most disadvantaged communities including, but not limited to the Bayview/Hunters Point, Chinatown, Mission, South of Market, Tenderloin, Visitacion Valley and Western Addition neighborhoods.

#### **2. Selection Overview**

The City shall award a contract to the Proposer that meets the Minimum Qualifications of this Solicitation whose Proposal receives the highest-ranking score. Responsive Proposals will be evaluated by a panel (“Evaluation Panel”) consisting of one or more parties with expertise related to the services being procured through this Solicitation. The Evaluation Panel may include staff from various City departments. Proposals will be evaluated based on the criteria outlined herein. If applicable, a Contract Monitoring Division (CMD) Contract Compliance Officer will assess Proposal compliance with Local Business Enterprise (LBE) requirements and assign a rating bonus to Proposal scores. The CMD-adjusted scores (if applicable) will then be tabulated, and Proposers will be ranked starting with the Proposer receiving the highest score, then continuing with the Proposer receiving the second highest score, and so on.

### **B. Anticipated Contract Term**

A contract awarded pursuant to this Solicitation shall be non-exclusive with an original term of one (1) year, subject to availability of funds, satisfactory contractor performance, and need. The City at its sole, absolute discretion, shall have the option to extend the term for one additional year for a total of two (2) years to cover any subsequent optional phases. Actual contract term may vary, depending upon service and project needs at the City’s sole, absolute discretion.

The anticipated contract budget is \$100,000 for Services Requested, which may increase or decrease depending on funding availability. A contract awarded pursuant to this Solicitation shall have a not to exceed (“NTE”) amount of \$100,000 for the initial term. Proposals exceeding the \$100,000 for Services Requested in Attachment 5 will not pass Minimum Qualification No. 9 and will not be evaluated. This amount is based on City’s estimated spend over the advertised initial contract term. Should City’s actual spend exceed its estimated spend for the initial term, City may in its sole discretion increase the contract NTE for the initial term. Should City exercise

its options to extend the contract beyond the initial term, City may also elect to increase the NTE proportionally.

**C. Reserved. (Indefinite Quantity, As-Needed Contract)**

**D. Cooperative Agreement**

Any other City department, public entity or non-profit made up of multiple public entities, may use the results of this Solicitation to obtain some or all of the commodities or services to be provided by Proposer under the same terms and conditions of any contract awarded pursuant to this Solicitation.

**E. Solicitation Schedule**

The anticipated schedule for this Solicitation is set forth below. These dates are tentative and subject to change. It is the responsibility of the Proposer to check for any Addenda to this Solicitation or other published pertinent information.

| <b>Proposal Phase</b>  | <b>Tentative Date</b>  |
|--|--|
| Request for Proposals Issued   | April 25, 2023   |
| Deadline for RFP Questions via email to dbi.rfp@sfgov.org                        | May 8, 2023  |
| Answers to RFP Questions Available at SF City Partner Portal                     | May 15, 2023; 3:00 PM PT   |
| Deadline for Courtesy Email for Intent to Respond via email to dbi.rfp@sfgov.org | May 22, 2023   |
| Deadline for RFP Proposals   | June 5, 2023   |
| Short Listing Notification for Oral Interviews for up to Top 3 Proposers         | Week of June 26, 2023  |
| Oral Interviews  | TBD. Tentatively July 3 through July 28, 2023.   |
| Notice of Intent to Award  | August 2023  |
| Period for Protesting Notice of Intent to Award                                  | Within three (3) business days of the City's issuance of a Notice of Intent to Award.  |
| Contract Administrator:  | Sharon Lee<br>Department of Building Inspection, Finance Services<br>49 South Van Ness, Suite 500<br>Phone: (628) 652-3552<br>Email: dbi.rfp@sfgov.org |

**F. Contract Terms and Negotiations**

The successful Proposer will be required to enter into a contract substantially in the form attached hereto as Attachment 1, City's Contract Terms. If Proposer is unable to accept City's Contract Terms substantially in the form presented, Proposer shall include a revised copy of City's Contract Terms with its Proposal. Proposed terms will effect proposal evaluation phase and maximum points in section IV below. The revised copy of City's Contract Terms must clearly:

- (1) Mark those sections to which it objects;

- (2) Set forth Proposer's alternative terms with respect to each such section; and
- (3) Explain the basis for each proposed change.

If a satisfactory contract(s) cannot be negotiated in a reasonable time, the City, in its sole discretion, may terminate negotiations. Upon termination of negotiations, City may begin negotiation with the Proposer that meets the Minimum Qualifications of this Solicitation whose Proposal receives the next highest-ranking score.

To receive a [contract/grant] under this Solicitation, any nonprofit proposer must be in good standing with the California Attorney General's Registry of Charitable Trusts by the time of [contract/grant] execution and must remain in good standing during the term of the agreement. Upon request, proposer must provide documentation to the City demonstrating its good standing with applicable legal requirements. If proposer will use any nonprofit [subcontractors/subgrantees/subrecipients] to perform the agreement, proposer will be responsible for ensuring they are also in compliance with all requirements of the Attorney General's Registry of Charitable Trusts at the time of [contract/grant] execution and for the duration of the agreement.

## **II. SERVICES REQUESTED**

### **A. Services Requested**

This Solicitation is being issued by DBI.

DBI is seeking qualified Proposers to develop 1) a five-year strategic plan for the department; and 2) develop operational tools to implement, measure and review the strategic plan for DBI. Consultant will provide facilitation, training and outreach services in furtherance of the Plan in accordance with Appendix A, Scope of Work.

**B. Reserved. (Regulatory and Compliance Requirements Specific to the Goods/Services Solicited).**

**C. Reserved. (Green Purchasing Requirements).**

**D. Reserved. (Alternates and Samples).**

**E. Reserved. (Freight on Board and Shipping Costs).**

## **III. LOCAL BUSINESS ENTERPRISE (LBE) PROGRAM REQUIREMENTS**

### **A. CMD Compliance Officer**

The CMD Compliance Officer (CCO) for this Solicitation and any Contract awarded pursuant to this Solicitation is:

Antonio Tom  
Contract Monitoring Division  
City and County of San Francisco  
Email: [Antonio.Tom@sfgov.org](mailto:Antonio.Tom@sfgov.org)  
Website: [www.sfgov.org/cmd](http://www.sfgov.org/cmd)

**B. Reserved. (Application of LBE Rating Bonuses).**

**C. LBE Subcontracting Participation Requirements**

There shall be no LBE Subcontracting Requirement for any Contract awarded pursuant to this Solicitation.

**D. Reserved. (CMD LBE Forms).**

**E. Reserved. (LBE Payment and Utilization Tracking).**

#### **IV. PROPOSAL EVALUATION CRITERIA**

| <b>Evaluation Phase</b>  | <b>Maximum Points</b> |
|--|-----------------------|
| Minimum Qualifications Documentation   | Pass/Fail             |
| Written Proposal (Attachment 4)  | 95 Points             |
| Price Proposal (Attachment 5)  | 5 Points              |
| Oral Interviews  | 100 Points            |
| Proposer's Acceptance of City Terms  | 5 Points              |
| <b>TOTAL</b>   | <b>205 Points</b>     |
| If after Evaluation Phase, there is a tied score for the top ranked Proposers, then there will be a tie breaker oral interview evaluation out of 10 points. The highest ranked proposer will determine the top scoring Proposer. |                       |
| The City shall issue a Notice of Intent to Award a contract to the Proposer that meets the Minimum Qualifications of this Solicitation and whose combined points receive the highest ranking score.                              |                       |

#### **V. MINIMUM QUALIFICATIONS DOCUMENTATION REQUIRED WITH PROPOSAL (PASS/FAIL)**

Proposers must provide documentation that clearly demonstrates each Minimum Qualification (MQ) listed below has been met. Minimum Qualification documentation should be clearly marked as "MQ1", MQ2", etc.... to indicate which MQ it supports. Each Proposal will be reviewed for initial determination on whether Proposer meets the MQs referenced in this section. **This screening is a pass or fail determination and a Proposal that fails to meet the Minimum Qualifications will not be eligible for further consideration in the evaluation process.** The City reserves the right to request clarifications from Proposers prior to rejecting a Proposal for failure to meet the Minimum Qualifications.



| MQ #         | Description  |
|--------------|--|
| <b>MQ 1</b>  | Completed Attachment 1, City's Contract Terms and Proposed changes (if any), submitted by Deadline for RFP Proposals.  |
| <b>MQ 2</b>  | Completed Attachment 2, CMD LBE Forms. Note, LBE Subcontracting Requirement has been waived.   |
| <b>MQ 3</b>  | Completed Attachment 3, Part I Proposer Information and Part II References, must be submitted by Deadline for RFP Proposals.   |
| <b>MQ 4</b>  | Completed Attachment 3, Part III Proposer References, Proposer has provided three professional references, must be submitted by Deadline for RFP Proposals.  |
| <b>MQ 5</b>  | Completed Attachment 4, Proposer's Written Proposal.   |
| <b>MQ 6</b>  | Attachment 4, Proposer has certified firm has five years of experience.  |
| <b>MQ 7</b>  | Attachment 4, Proposer has submitted two similar prior project plan descriptions (that Proposer has been engaged in or completed) within the last 5 years in services requested by this Solicitation. At least one (1) of these similar plans must have been for a public sector client. |
| <b>MQ 8</b>  | Completed Attachment 5, Cost Proposal Template.  |
| <b>MQ 9</b>  | Attachment 5, Proposer's Cost Proposal for Services Requested not exceed \$100,000.  |
| <b>MQ 10</b> | Completed Attachment 8, City's Non-Disclosure Agreement and Proposed Changes (if any).   |

## **VI. WRITTEN PROPOSAL (95 POINTS)**

In addition to submitting documents supporting each Minimum Qualification as required by this Solicitation, Proposers shall also submit a complete Proposal consisting of each item set forth in **Attachment 4, Written Proposal Template**.

### **A. Proposer's Firm Qualifications (20 Points)**

1. Appropriateness of Proposer's firm history and structure, number of years in business, including total staff size and composition, organizational structure, ownership structure and commitment to diversity and inclusion practices to services under this RFP. (5 points)
2. Proposer's Firms experience providing services in strategic planning for similar organizations, including: (5 points)
  - a. development of a five-year strategic plan including goals, strategies and tactical initiatives
  - b. development of operational tools to implement, measure and review the strategic plan and progress towards goals identified in the plan.

3. Relevance of Proposer's two Prior Project Descriptions to services under this RFP. (10 points)

**B. Project Approach (65 Points).**

1. Work Plan approach that demonstrates understanding of the project and the tasks to be performed: (45 Points)
  - a) Executive summary
  - b) Comprehensive detailed plan including
  - c) Vision
  - d) Mission
  - e) Five year Goals
  - f) Strategies
  - g) Measurable objectives
2. Project Timeliness. (5 points)
3. Has appropriate expectations and or assumptions of client involvement or level of effort including review, approval and other communications protocols necessary to successfully complete the services. Has knowledgeable questions to successfully complete the services. (10 points)
4. Has developed sufficient expertise or methodology to create competitive differences that will be beneficial to the City. (5 points)

**C. Project Team (10 Points)**

1. Key/Lead Team Members: Provide the role and responsibilities.
  - a. Provide the role, responsibilities, qualifications, and company affiliation of Key/Lead Team Members who will perform the services outlined in this Solicitation. Discuss each team member's background and experience in order to demonstrate a strong ability to successfully perform the work. (5 points)
  - b. Provide the role, responsibilities, qualifications, and company affiliation of Other Team Members who will perform the services outlined in this Solicitation. Discuss each team member's background and experience in order to demonstrate a strong ability to successfully perform the work. (5 points)

**VII. PRICE PROPOSAL (5 Points)**

**A. Price Proposal Format and Allocation of Points**

In addition to submitting documents supporting each Minimum Qualification as required by this Solicitation, Proposers shall also submit a complete Price Proposal consisting of each item set forth **Attachment 5, Price Proposal Template.**

## **B. Price Proposal Evaluation Period**

The City will attempt to evaluate Price Proposals within one-hundred eighty (180) days after receipt of Proposals. If City requires additional evaluation time, all Proposers will be notified in writing of the new expected award date.

## **C. Price Discrepancies**

Where applicable, if there is a discrepancy between the Price Proposal and pricing entered by Proposer into the Supplier Portal, the Price Proposal pricing will prevail. In the event of a discrepancy between the unit price and the extended price, the unit price will prevail.

## **D. Reserved. (Proposing on Separate Items or in Aggregate(s)).**

## **E. Reserved. (Application of Discounts for Evaluating Lowest Responsive Proposer).**

### **1. Application of Prompt Payment Discounts to Price Proposal**

Prompt Payment discount (discount for prompt payment) will not be taken into consideration in determining the Lowest Responsive Proposal.

### **2. Reserved. (Application of Anticipated Local Tax Revenue Discount).**

### **3. Reserved. (Sample Discount Calculation).**

Evaluations are performed on a pre-tax basis except in rare instances, where tax may be a factor (i.e. One vendor bundles the commodities and services in such a way that the entire amount must be taxed, while another vendor clearly separates commodities and services). Below is an example of how bid discounts and/or rating bonuses are applied to a Price Proposal for commodities and services.

## **VIII. ORAL INTERVIEWS (100 POINTS)**

The Evaluation Panel will hold oral interviews with Proposers that have met the Minimum Qualifications and whose Written Proposals received a score of at least **75** Points. Prior to Oral interviews, the City will send a letter to each invited Proposer regarding the format and general rules of the interview. The City reserves the right to limit participation in the panel interviews to Proposers' key/lead team members and to exclude, for example, sub-consultants on multiple teams. The interview evaluation process may include (and be scored based on) a presentation by the Proposer and/or interview questions from the Evaluation Panel. Those questions may include and be related to Proposers' and key/lead team members' qualifications, their work approach, project task descriptions, team organization, and any questions which seek to clarify Proposal components. Proposers may also be scored on follow-up questions if clarification of Proposer's responses is necessary. The same set of interview questions will be used for all Proposers and shall be presented to Proposers **at least one week prior to the date of interview** to allow Proposers sufficient time to prepare their responses. The Evaluation Panel may ask follow-up questions if clarification of Proposer's responses is necessary. The Evaluation Panel will proceed to evaluate each Proposer based on each Proposer's presentation and responses.

## **IX. SUPPORTING DOCUMENTATION REQUIRED PRIOR TO CONTRACT EXECUTION**

Proposers must provide each Required Supporting Documentation ("RSD") identified below prior to Award. Failure to do so may result in the Proposal being deemed Non-Responsive.

|              |  |
|--------------|--|
| <b>RSD 1</b> | Evidence that Proposer is 12B compliant or likely to become compliant within 30 calendar days of the Proposal Due Date.  |
| <b>RSD 2</b> | <b>Completed Proposal Attachments:</b><br><input type="checkbox"/> Attachment 6: HCAO and MCO Declaration Forms<br><input type="checkbox"/> Attachment 7: First Source Hiring Form |
| <b>RSD 3</b> | Insurance in accordance with Article 5 of Attachment 1, City’s Contract Terms.   |

## **X. FAILURE TO PROVIDE INSURANCE**

Unless otherwise stated, within ten business days of the receipt of a notice of award of a Contract, the Proposer to whom the contract is awarded shall deliver the specified insurance certificates and policy endorsements to City. If the Proposer fails or refuses to furnish the required insurance within ten days after receiving notice to award a Contract, City may, at its option, determine that the Proposer has abandoned its Proposal. The foregoing in no way limits the damages which are recoverable by City whether or not defined elsewhere in the contract documents.

## **XI. CITY’S SOCIAL AND ECONOMIC POLICY REQUIREMENTS**

The San Francisco Municipal Code establishes a number of requirements for people seeking to do business with the City (“Social and Economic Policy Requirements”). These Social and Economic Policy Requirements can be found in Attachment 1, City’s Contract Terms, which Proposers are encouraged to carefully review. The Social and Economic Policy Requirements set forth below are not intended to be a complete list of all Social Policy Requirements applicable to this Solicitation and any contracts awarded from it.

### **A. Proposers Unable to do Business with the City**

#### **1. Generally**

Proposers that do not comply with laws set forth in San Francisco’s Municipal Codes may be unable to enter into a contract with the City. Laws applicable to this Solicitation are set forth below and in Attachment 1, City’s Contract Terms.

#### **2. Administrative Code Chapter 12X**

Proposers are advised that this Solicitation is subject to the requirements of [Administrative Code Chapter 12X](#), which prohibits the City from entering into a contract with a Proposer that has its headquarters in a state with laws that perpetuate discrimination against LGBTQ people; restrict abortion prior to the viability of the fetus; or suppress voting rights. The list of Covered States is available [here](#). When permitted, City, in its sole and absolute discretion, may elect to obtain a waiver to the requirements of Chapter 12X based on one or more exceptions permitted thereunder.

#### **3. Administrative Code Chapter 12B**

A Proposer selected pursuant to this Solicitation may not, during the term of the Contract, in any of its operations in San Francisco, on real property owned by San Francisco, or where work is being performed for the City elsewhere in the United States, discriminate in the provision of bereavement leave, family medical leave, health benefits, membership or membership discounts,

moving expenses, pension and retirement benefits or travel benefits, as well as any benefits other than the benefits specified above, between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of such employees, where the domestic partnership has been registered with a governmental entity pursuant to state or local law authorizing such registration, subject to the conditions set forth in §12B.2(b) of the San Francisco Administrative Code *Refer to Attachment 1, City's Contract Terms for additional details related to the application of this Ordinance to a contract awarded pursuant to this Solicitation.*

**B. Reserved. (Payment of Prevailing Wages).**

**C. Health Care Accountability Ordinance**

Where applicable, a Proposer selected pursuant to this Solicitation shall comply with the requirements of Chapter 12Q. For each covered employee who is not subject to Prevailing Wage, an awarded Proposer shall provide the appropriate health benefit set forth in Section 12Q.3 of the Health Care Accountability Ordinance (HCAO). If a Proposer selected pursuant to this Solicitation chooses to offer the health plan option, such health plan shall meet the minimum standards set forth by the San Francisco Health Commission. Information about and the text of the Chapter 12Q and the Health Commission's minimum standards are available at <http://sfgov.org/olse/hcao>. Any Subcontract entered into by Proposer shall also be required to comply with the requirements of the HCAO and shall contain contractual obligations substantially the same as those set forth in this section. *Refer to Attachment 1, City's Contract Terms for additional details related to the application of this Policy to a contract awarded pursuant to this Solicitation.*

**D. Minimum Compensation Ordinance**

Where applicable, a Proposer selected pursuant to this Solicitation shall comply with Administrative Code Chapter 12P. A Proposer selected pursuant to this Solicitation shall pay covered employees who are not subject to Prevailing Wage no less than the minimum compensation required by San Francisco Administrative Code Chapter 12P, including a minimum hourly gross compensation, compensated time off, and uncompensated time off. A Proposer selected pursuant to this Solicitation is subject to the enforcement and penalty provisions in Chapter 12P. Information about and the text of the Chapter 12P is available on the web at <http://sfgov.org/olse/mco> *Refer to Attachment 1, City's Contract Terms for additional details related to the application of this Policy to a contract awarded pursuant to this Solicitation.*

**E. First Source Hiring Program**

A Proposer selected pursuant to this Solicitation shall comply with all of the applicable provisions of the First Source Hiring Program, Chapter 83 of the San Francisco Administrative Code. *Refer to Attachment 1, City's Contract Terms for additional details related to the application of this Policy to a contract awarded pursuant to this Solicitation.*

**F. Reserved. (Sweatfree Procurement).**

**G. Other Social Policy Provisions**

Attachment 1, City's Contract Terms, identifies the City's applicable social policy provisions related to a contract awarded pursuant to this Solicitation. Proposers are encouraged to carefully review these terms and ensure they are able to comply with them.

## **XII. TERMS AND CONDITIONS FOR RECEIPT OF PROPOSALS**

### **A. How to Register as a City Supplier**

The following requirements pertain only to Proposers not currently registered with the City as a Supplier.

**Step 1:** Register as a BIDDER at City's Supplier Portal:

<https://sfcitypartner.sfgov.org/pages/index.aspx>

**Step 2:** Follow instructions for converting your BIDDER ID to a SUPPLIER ID. This will require you to register with the City Tax Collector's Office and submit Chapter 12B and 12C forms through the Supplier portal. Once these forms have been completed, submitted, and processed, you will be notified via email with your organization's new Supplier ID. That email will also provide instructions for completing your Supplier registration.

- **City Business Tax Registration Inquiries:** For questions regarding business tax registration procedures and requirements, contact the Tax Collector's Office at (415) 554-4400 or, if calling from within the City and County of San Francisco, 311.
- **Chapter 12(B) and 12(C) Inquiries:** For questions concerning the City's Chapter 12(B) and 12(C) Equal Benefits and Non-Discrimination in Contracting requirements, go to: [www.sfgov.org/cmd](http://www.sfgov.org/cmd).

### **B. Proposal Questions and Submissions**

#### **1. Proposer Questions and Requests for Clarification**

Proposers shall address any questions regarding this Solicitation to the Contract Administrator whose name and contact information appears on the cover page of this Solicitation. Proposers who fail to submit questions concerning this Solicitation and its requirements will waive all further rights to protest based on the specifications and conditions herein. **Questions must be submitted by email to the Contract Administrator whose name and contact information appears on the cover page of this Solicitation no later than Written Questions Due Date.** A written Addendum will be executed addressing each question and answer and posted publicly. It is the responsibility of the Proposer to check for any Addenda and other updates that will be posted on the City's Supplier Portal: <https://sfcitypartner.sfgov.org/pages/Events-BS3/event-search.aspx>.

#### **2. Proposal Format**

Proposals must be created using a word processing software (e.g. Microsoft Word or Excel) and typed in a serif font (e.g.-Times New Roman). The document must have page margins of at least .5" on all sides. Information must be provided at a level of detail that enables effective evaluation and comparison between Proposals. Failure to follow formatting, submission, or content requirements, as well as page limit restrictions (if any), may negatively impact the evaluation of your Proposal.

#### **3. Time and Place for Submission of Proposals**

Prior to the Proposal submission deadline, Proposers must upload their complete Proposals into the City's Supplier Portal: <https://sfcitypartner.sfgov.org/pages/index.aspx>. Late submissions will not be considered. Each original Proposal received will be screened to ensure that all content

required by this Solicitation is included. Partial or complete omission of any required content may disqualify Proposals from further consideration. Late Proposal submissions will not be considered and failure to adhere to the above requirements may result in the complete rejection of your Proposal.

**Proposers are encouraged to upload their Proposals to the SF Supplier Portal as early as possible to address any technical issues that may arise during the submission process.** In the event a Proposer is unable to upload its complete Proposal into the SF Supplier Portal, Proposer must email its Proposal to the Contract Administrator whose name and contact information appears on the cover page of this Solicitation prior to the Proposal submission deadline and request confirmation of receipt. Proposer must include in its email: (a) documentation (e.g. screenshots) verifying its inability to upload its Proposal into the SF Supplier Portal and (b) a detailed justification explaining why it was not able to have the issue addressed prior to the submission deadline.

### **C. Proposal Addenda**

The City may modify this Solicitation, prior to the Proposal Due Date, by issuing an Addendum to the Solicitation, which will be posted on the San Francisco Supplier Portal. Every Addendum will create a new version of the Sourcing Event and Proposers must monitor the event for new versions. **The Proposer shall be responsible for ensuring that its Proposal reflects any and all Addenda issued by the City prior to the Proposal Due Date regardless of when the Proposal is submitted.** Therefore, the City recommends that the Proposer consult the website frequently, including shortly before the Proposal Due Date, to determine if the Proposer has downloaded all Solicitation Addenda. It is the responsibility of the Proposer to check for any Addenda, Questions and Answers documents, and updates, which may be posted to the subject Solicitation.

**THE SUBMITTAL OF A RESPONSE TO THIS SOLICITATION SHALL EXPLICITLY STIPULATE ACCEPTANCE BY PROPOSERS OF THE TERMS FOUND IN THIS SOLICITATION, ANY AND ALL ADDENDA ISSUED TO THIS SOLICITATION, AND THE PROPOSED CONTRACT TERMS.**

### **D. Public Disclosure**

All documents under this solicitation process are subject to public disclosure per the California Public Records Act (California Government Code Section §6250 et. Seq) and the San Francisco Sunshine Ordinance (San Francisco Administrative Code Chapter 67). Contracts, Proposals, responses, and all other records of communications between the City and Proposers shall be open to inspection immediately after a contract has been awarded. Nothing in this Administrative Code provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefit until and unless that person or organization is awarded the contract or benefit.

If the City receives a Public Records Request ("Request") pertaining to this solicitation, City will use its best efforts to notify the affected Proposer(s) of the Request and to provide the Proposer with a description of the material that the City deems responsive and the due date for disclosure ("Response Date"). If the Proposer asserts that some or all of the material requested contains or reveals valuable trade secret or other information belonging to the Proposer that is exempt from disclosure and directs the City in writing to withhold such material from production ("Withholding Directive"), then the City will comply with the Withholding Directive on the

condition that the Proposer seeks judicial relief on or before the Response Date. Should Proposer fail to seek judicial relief on or before the Response Date, the City shall proceed with the disclosure of responsive documents.

#### **E. Limitation on Communications During Solicitation**

From the date this Solicitation is issued until the date the competitive process of this Solicitation is completed (either by cancelation or final Award), Proposers and their subcontractors, vendors, representatives and/or other parties under Proposer's control, shall communicate solely with the Contract Administrator whose name appears in this Solicitation. Any attempt to communicate with any party other than the Contract Administrator whose name appears in this Solicitation – including any City official, representative or employee – is strictly prohibited. Failure to comply with this communications protocol may, at the sole discretion of City, result in the disqualification of the Proposer or potential Proposer from the competitive process. This protocol does not apply to communications with the City regarding business not related to this Solicitation.

#### **F. Proposal Selection Shall not Imply Acceptance**

The acceptance and/or selection of any Proposal(s) shall not imply acceptance by the City of all terms of the Proposal(s), which may be subject to further approvals before the City may be legally bound thereby.

#### **G. Cybersecurity Risk Assessment**

As part of City's evaluation process, City may engage in Cybersecurity Risk Assessment (CRA). CRA may be performed for each entity manufacturing the product, performing technical functions related to the product's performance, and/or accessing City's networks and systems. Where a prime contractor or reseller plays an active role in each of these activities, CRA may also be required for the prime contractor or reseller.

To conduct a CRA, City may collect as part of this Solicitation process one of the following two reports:

- **SOC-2 Type 2 Report:** Report on Controls at a Service Organization Relevant to Security, Availability, Processing Integrity, Confidentiality or Privacy; or
- **City's Cyber Risk Assessment Questionnaire:** Proposer's responses to a City's Cyber Risk Assessment Questionnaire.

The above reports may be requested at such time City has selected or is considering a potential Proposer. The reports will be evaluated by the soliciting Department and the City's Department of Technology to identify existing or potential cyber risks to City. Should such risks be identified, City may shall afford a potential Proposer an opportunity to cure such risk within a period of time deemed reasonable to City. Such remediation and continuing compliance shall be subject to City's on-going review and audit through industry-standard methodologies, including but not limited to: on-site visits, review of the entities' cybersecurity program, penetration testing, and/or code reviews.



## **H. Solicitation Errors and Omissions**

Proposers are responsible for reviewing all portions of this Solicitation. Proposers are to promptly notify the City, in writing and to the Solicitation contact person if the Proposer discovers any ambiguity, discrepancy, omission, or other error in the Solicitation. Any such notification should be directed to the City promptly after discovery, but in no event later than the deadline for questions. Modifications and clarifications will be made by Addenda as provided below.

## **I. Objections to Solicitation Terms**

Should a Proposer object on any ground to any provision or legal requirement set forth in this Solicitation, the Proposer must, no later than the deadline for questions, provide written notice to the City setting forth with specificity the grounds for the objection. The failure of a Proposer to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

## **J. Protest Procedures**

### **1. Protest of Non-Responsiveness Determination**

Within three (3) business days of the City's issuance of a Notice of Non-Responsiveness, a Proposer may submit a written Notice of Protest of Non-Responsiveness. The Notice of Protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or Solicitation provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

### **2. Protest of Non-Responsible Determination**

Within three (3) business days of the City's issuance of a Notice of Non-Responsibility, a Proposer may submit a written Notice of Protest of Non-Responsibility. The Notice of Protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or Solicitation provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

### **3. Protest of Contract Award**

Within three (3) business days of the City's issuance of a Notice of Intent to Award, a Proposer may submit a written Notice of Protest of Contract Award. The Notice of Protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or Solicitation provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

#### **4. Delivery of Protests**

A Notice of Protest must be written. Protests made orally (e.g., by telephone) will not be considered. A Notice of Protest must be delivered by mail or email to the Contract Administrator whose name and contact information appears on the cover page to this Solicitation and received by the due dates stated above. A Notice of Protest shall be transmitted by a means that will objectively establish the date the City received the Notice of Protest. If a Notice of Protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein.

#### **K. Proposal Term**

Submission of a Proposal signifies that the proposed products, services and prices are valid for 180 calendar days from the Proposal Due Date and that the quoted prices are genuine and not the result of collusion or any other anti-competitive activity. At Proposer's election, the Proposal may remain valid beyond the 180-day period in the circumstance of extended negotiations.

#### **L. Revision to Proposal**

A Proposer may revise a Proposal on the Proposer's own initiative at any time before the deadline for submission of Proposals. The Proposer must submit the revised Proposal in the same manner as the original. A revised Proposal must be received on or before, but no later than the Proposal Due Date and time. In no case will a statement of intent to submit a revised Proposal, or commencement of a revision process, extend the Proposal Due Date for any Proposer. At any time during the Proposal evaluation process, the City may require a Proposer to provide oral or written clarification of its Proposal. The City reserves the right to make an award without further clarifications of Proposals received.

#### **M. Proposal Errors and Omissions**

Failure by the City to object to an error, omission, or deviation in the Proposal will in no way modify the Solicitation or excuse the Proposer from full compliance with the specifications of this Solicitation or any contract awarded pursuant to this Solicitation.

#### **N. Financial Responsibility**

The City accepts no financial responsibility for any costs incurred by a Proposer in responding to this Solicitation. Proposers acknowledge and agree that their submissions in response to this Solicitation will become the property of the City and may be used by the City in any way deemed appropriate.

#### **O. Proposer's Obligations under the Campaign Reform Ordinance**

If a contract awarded pursuant to this Solicitation has (A) a value of \$100,000 or more in a fiscal year and (B) requires the approval of an elected City official, Proposers are hereby advised:

1. Submission of a Proposal in response to this Solicitation may subject the Proposers to restrictions under Campaign and Governmental Conduct Code Section 1.126, which prohibits City contractors, Proposers, and their affiliates from making political contributions to certain City elective officers and candidates; and

2. Before submitting a Proposal in response to this Solicitation, Proposers are required to notify their affiliates and subcontractors listed in the awarded contract or Proposal of the political contribution restrictions set forth in Campaign and Governmental Conduct Code section 1.126.

This restriction applies to the party seeking the contract, the party's board of directors, chairperson, chief executive officer, chief financial officer, chief operating officer, any person with an ownership interest greater than ten percent, and any political committees controlled or sponsored by the party, as well as any subcontractors listed in the awarded contract or Proposal. The law both prohibits the donor from giving contributions and prohibits the elected official from soliciting or accepting them.

The people and entities listed in the preceding paragraph may not make a campaign contribution to the elected official at any time from the submission of a Proposal for a contract until either: (1) negotiations are terminated and no contract is awarded; or (2) twelve months have elapsed since the award of the contract.

A violation of Section 1.126 may result in criminal, civil, or administrative penalties. For further information, Proposers should contact the San Francisco Ethics Commission at [\(415\) 252-3100](tel:4152523100) or go to <https://sfethics.org/compliance/city-officers/city-contracts/city-departments/notifying-bidders-and-potential-bidders>.

#### **P. Reservations of Rights by the City**

The issuance of this Solicitation does not constitute a guarantee by the City that a contract will be awarded or executed by the City. The City expressly reserves the right at any time to:

1. Waive or correct any defect or informality in any response, Proposal, or Proposal procedure;
2. Reject any or all Proposals;
3. Reissue the Solicitation;
4. Prior to submission deadline for Proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this Solicitation, or the requirements for contents or format of the Proposals;
5. Procure any materials, equipment or services specified in this Solicitation by any other means; or
6. Determine that the subject goods or services are no longer necessary.

#### **Q. No Waiver**

No waiver by the City of any provision of this Solicitation shall be implied from the City's failure to recognize or take action on account of a Proposer's failure to comply with this Solicitation.

## **R. Other**

1. The City may make such investigation, as it deems necessary, prior to the award of this contract to determine the conditions under which the goods are to be delivered or the work is to be performed. Factors considered by the City shall include, but not be limited to:

- a. Any condition set forth in this Solicitation;
- b. Adequacy of Proposer's plant facilities and/or equipment, location and personnel location to properly perform all services called for under the Purchase Order; and
- c. Delivery time(s).

2. City reserves the right to inspect an awarded Proposer's place of business prior to award of and/or at any time during the contract term (or any extension thereof) to aid City in determining an awarded Proposer's capabilities and qualifications.

3. Failure to timely execute a contract, or to furnish any and all insurance certificates and policy endorsements, surety bonds or other materials required in the contract, shall be deemed an abandonment of a contract offer. The City, in its sole discretion, may select another Proposer and may proceed against the original selectee for damages.

4. City reserves the right to reject any Proposal on which the information submitted by Proposer fails to satisfy City and/or if Proposer is unable to supply the information and documentation required by this Solicitation within the period of time requested.

5. Any false statements made by a Proposer or any related communication/clarification may result in the disqualification of its Proposal from receiving further evaluation and a contract award.

## **Appendix A**

### **Scope of Services**

#### **DESCRIPTION OF SERVICES**

##### **Background**

The Department of Building Inspection (DBI) was created by voter referendum under Proposition G in 1994. The charter amendment established the body known as the Building Inspection Commission (BIC) which was designed to provide representation for the various communities which interact with the Building Department.

##### **Mission**

Under the direction and management of the seven-member citizen Building Inspection Commission, to oversee the effective, efficient, fair and safe enforcement of the City and County of San Francisco 's Building, Housing, Plumbing, Electrical, and Mechanical Codes, along with the Disability Access Regulations.

##### **Vision**

To ensure that life and property within the City and County of San Francisco are safeguarded through code compliant building safety practices, and to provide a public forum for community involvement in that process.

##### **Values**

Accountability, transparency, efficiency and improving the customer experience

##### **Core Services**

1. Review plans and issue permits - Oversee permit approval coordination, plan review, final approval and permit issuance to assure that the proposed construction work meets all safety requirements of the codes; and ensures that the process is performed in a timely manner that is always professional and courteous to all DBI customers.
2. Inspect and verify construction safety – Inspect buildings for compliance with code requirements, scope of work in accordance with issued building, plumbing and electrical permits.
3. Respond to complaints and enforce codes - Enforce code compliance on residential and commercial buildings using an established legal process including an issued Notice of Violation, Directors Hearing, Order of Abatement, property lien, and referral to the City Attorney for litigation of noncompliant properties.
4. Manage public records – Manage and provide public access to DBI records, including building, electrical, plumbing and mechanical permit applications, job cards, certificates of final completion, and plans.

## **Scope of work**

Department seeks a professional service consultant with demonstrated experience to develop a five-year strategic plan (Plan) and operational tools to implement, measure and review the strategic plan. Consultant will provide facilitation, training and outreach services in furtherance of the Plan.

- a. Consultant will coordinate with Department staff throughout the course of the project.
- b. Consultant will conduct regular meetings and provide status reports to keep the project on schedule.
- c. Consultant will provide a roadmap and overview of next steps required to develop, draft and complete the strategic plan.
- d. Consultant will be responsible for designing and implementing a strategic planning process for the Department.
- e. Consultant will provide a work plan that addresses:
  - 1) The intended outcomes and process overview.
  - 2) The specific activities to be conducted and the deliverables tied to those activities.
  - 3) A timeline for the activities with progress milestones.
- f. Consultant will work with Department staff in assessing the department's values, strengths, weaknesses, and competencies to inform the strategic plan in both interviews and facilitated group sessions.
- g. Consultant may also interview Department staff and stakeholders as needed.
- h. Consultant will facilitate group sessions with Department staff to ensure alignment with Department's vision, mission, goals, strategies and success measurements.
- i. Consultant will design and conduct engagement sessions and provide written reports documenting their outcomes.

## **Deliverables:**

The strategic plan process will produce the following:

### **A. Outreach, Communications, and Engagement**

Consultant will develop a five-year strategic plan that connects the department's vision, mission, goals, strategies and success measurements with clear, achievable and efficacious tactics to enact strategies and achieve goals. The five-year strategic plan will be reviewed by Department management and discussed and finalized in a live session with the consultant.

For the plan to be a useful document for its life cycle, meaningful and productive communication and engagement with DBI leadership, staff, and stakeholders to understand ambitions,

needs, and desired outcomes will be essential. These efforts should include a development of internal and external communication plans.

B. Strategic Plan Documents:

- 1) An executive summary
- 2) A comprehensive, detailed plan articulating Department's:
  - i. Vision
  - ii. Mission
  - iii. Five-year goals
  - iv. Strategies
  - v. Measureable objectives
  - vi. Tactics
  - vii. Timelines
  - viii. Consultant will present the strategic plan to the Executive Team as a document and in a PowerPoint presentation format.

C. Operational tools to implement, measure and review the strategic plan and progress towards Department's goals.

- 1) Consultant will develop processes and tools to assist the Department to prioritize tactics, track progress, address barriers, and incorporate feedback. These tools will be reviewed by Department management and discussed and finalized in a live session with the consultant.
- 2) The operational tools should include:
  - i. An executive summary of the strategic plan implementation, measurement and review processes
  - ii. Project prioritization and coordination process
  - iii. Strategy and tactics tracking tool
  - iv. Tactic barrier identification and resolution process
  - v. Staff feedback process
  - vi. Accountability tools and process

D. Consultant will present the plan's development, content, and the operational tools to Department management as a set of documents and in a PowerPoint presentation format.